

**Carnegie School of Organizational Learning
Asilomar Conference Grounds
Pacific Grove, CA.
May 1 - 3, 2015**

Conference Participants

Linda	Argote	Carnegie Mellon University
Pino	Audia	Dartmouth
William	Barnett	Stanford
Markus	Becker	University of Southern Denmark
Stefano	Brusoni	ETH Zürich
So-Min	Cheong	U. of Kansas
Mary	Crossan	Western-Ivey
Vinit	Desai	Colorado-Denver
Christina	Fang	New York University
Scott	Ganz	Stanford
Manpreet	Hora	Georgia Tech
Amit	Jain	NUS Singapore
Daniella	Laureiro Martinez	ETH Zürich
Dan	Levinthal	Wharton
Peter	Madsen	Brigham Young
David	Maslach	Florida State
Anne	Miner	Wisconsin-Madison
Tom	Moliterno	U. Massachusetts-Amherst
Giacomo	Negro	Emory
Kelly	Patterson	U. Southern California
Hazhir	Rahmandad	MIT Sloan
Ray	Reagans	MIT Sloan
Scott	Rockart	University of North Carolina
Martin	Schultz	U. British Columbia
Zur	Shapira	New York University
Mihaela	Stan	University College London
Michal	Tamuz	PSI, North Shore-LIJ Health System
Amulya	Tata	ETH Zürich
Scott	Turner	U. South Carolina
Sangyoon	Yi	University of Southern Denmark

N = 30; % New Attendees: ~40%; Number of institutions: 25

Conference Organizing Committee

Linda Argote

Peter Madsen

David Maslach

Conference Program

Friday, May 1

- 3:00 **Introduction** Scripps
 Peter Madsen (BYU)
- 3:05 **Idea Session: Novel Contexts** Scripps
- Careers and Contagion*
 Kelly Patterson (USC)
- Faster-Better-Cheaper Projects: Too Much Risk or Over-reaction to Perceived Failure?*
 Peter Madsen (BYU)
- Why is it so difficult to change? A laboratory study of the cognitive antecedents of exploration*
 Daniella Laureiro Martinez and Stefano Brusoni (ETH-Zürich)
- Learning in Cycles*
 Scott Rockart w/ Kristin Wilson (UNC)
- Overall discussion (10 min)
- 4:40 **Break**
- 4:50 **Idea Session: Categories, Routines, and Structures** Scripps
- A relevance-based model of rule network tie formation*
 Martin Schulz (UBC)
- Two sides of institutional convergence*
 Giacomo Negro (Emory)
- Watching the clock: Reproducing the timing of interactions and effective performance of interface routines*
 Scott Turner (South Carolina) w/ Violina Rindova (Texas-Austin)
- Overall discussion (10 min)
- 6:00 **Dinner (Boardwalk BBQ)** BBQ Area
- 7:00 **Bonfire and S'mores** BBQ Area

Saturday, May 2

- 7:30 **Breakfast** Crocker
- 8:30 **Idea Session: Politics, Personalities, and Doing the Right Thing** Scripps
- The Politics of Organizational Learning: A model of preferences, goals, and strategic information collection*
Scott Ganz (Stanford)
- Third-Party Certifications as an Organizational Performance Liability*
Vinit Desai (Colorado-Denver)
- Logic of appropriateness vs. logic of consequence - An empirical investigation*
Markus Becker (SDU) w/ Dan Newark (SDU)
- Character and Organizational Learning*
Mary Crossan (Ivey)
- Overall discussion (15 min)
- 10:00 **Break**
- 10:15 **General Meeting and Administration**
David Maslach
- 10:30 **Panel Session: Responding to Hard Problems. Adaptation to Climate Change and other (Un)Imaginable Events** Scripps
- Moderator: So-Min Cheong (Kansas)
Speakers: Pino Audia (Dartmouth), Bill Barnett (Stanford)
- 12:00 **Lunch – 5 for 5: 5-Stretch Goals for the Next 5 Years** Crocker
- Discussion leaders: Stefano Brusoni (ETHZ), Christina Fang (NYU), Manpreet Hora (GT), Tom Moliterno (UMass), Ray Reagans (MIT), Scott Rockart (UNC)
- 1:00 **5th Anniversary Special Event: Whale Watching**
Generously sponsored by the Technology and Innovation Management Group at ETH Zürich
Provided by: Monterey Bay Whale Watch, 1:06 PM–1:23 PM at main door
- 6:00 **Dinner** Crocker
- 8:00 **Fire-side Chat with Zur Shapira (NYU)** Scripps

Sunday, May 3

7:30	<u>Breakfast</u>	Crocker
8:30	<u>Idea Session: Where do new ideas come from?</u>	Scripps
	<i>Recruiting for Ideas or for Experience: How Hiring Enables Firms to Change Their Expertise</i> Amit Jain (NUS)	
	<i>Paradoxical frames and integrators as moderators of organisational learning in fertility care</i> Mihaela Stan (UCL)	
	<i>Looking Backward and Forward? Understanding the Role of Temporal Focus on Startup Performance</i> Amulya Tata (ETH-Zurich)	
	<i>Organizational improvisation and organizational learning</i> Anne Miner (Wisconsin)	
	Overall discussion (10 min)	
10:00	<u>Break</u>	
10:15	<u>Idea Session: Impactful Simulations</u>	Scripps
	<i>Organizational Learning from Simulation in Healthcare</i> Michal Tamuz (North Shore-LIJ Health System)	
	<i>Differentiation and Integration in Organizational Learning</i> Sangyoon Yi (SDU), w/ Nils Stieglitz and Thorbjørn Knudsen (SDU)	
	<i>Making the Numbers? Short termism & the puzzle of only occasional disaster</i> Hazhir Rahmandad (MIT) w/ Nelson Repenning (MIT) and Rebecca Henderson (Harvard)	
	Overall discussion (15 min)	
11:30	<u>Closing Remarks</u>	
	Linda Argote (CMU) and David Maslach (FSU)	
12:00	<u>Lunch</u>	Crocker

N.B.: Presentations are 15 minutes.

Scripps and Crocker are room locations at the Asilomar resort.